NOMINATION OF CHARLES A. GABRIEL, TO BE CHIEF OF STAFF, U.S. AIR FORCE

HEARING

BEFORE THE

COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE

NINETY-SEVENTH CONGRESS

SECOND SESSION

ON

NOMINATION OF

GEN. CHARLES A. GABRIEL, U.S. AIR FORCE, TO BE CHIEF OF STAFF OF THE U.S. AIR FORCE, PURSUANT TO TITLE 10, UNITED STATES CODE, SECTION 8034

MAY 19, 1982

Printed for the use of the Committee on Armed Services

U.S. GOVERNMENT PRINTING OFFICE
95-201 O WASHINGTON : 1982

S201-17

COMMITTEE ON ARMED SERVICES

JOHN TOWER, Texas, *Chairman*

STROM THURMOND, South Carolina	JOHN C. STENNIS, Mississippi
BARRY GOLDWATER, Arizona	**HENRY M. JACKSON, Washington**
JOHN W. WARNER, Virginia	**HOWARD W. CANNON, Nevada**
GORDON J. HUMPHREY, New Hampshire	**HARRY F. BYRD, Jr., Virginia**
WILLIAM S. COHEN, Maine	**SAM NUNN, Georgia**
ROGER W. JEPSEN, Iowa	**GARY HART, Colorado**
DAN QUAYLE, Indiana	**J. JAMES EXON, Nebraska**
JEREMIAH DENTON, Alabama	**CARL LEVIN, Michigan**
NICHOLAS F. BRADY, New Jersey	

RHETT B. DAWSON, *Staff Director and Chief Counsel*
JAMES F. MCGOVERN, *General Counsel*
CHRISTINE E. COWART, *Chief Clerk*

NOMINATION OF CHARLES A. GABRIEL, U.S. AIR FORCE, TO BE CHIEF OF STAFF OF THE U.S. AIR FORCE

WEDNESDAY, MAY 19, 1982

U.S. SENATE,
COMMITTEE ON ARMED SERVICES,
Washington, D.C.

The committee met, pursuant to notice, at 10:56 a.m., in room 212 Russell Senate Office Building, Senator John Tower, chairman, presiding.

Present: Senators Tower, Thurmond, Goldwater, Warner, Brady, and Stennis.

Staff present: Rhett B. Dawson, staff director and chief counsel; Francis J. Sullivan, minority staff director; James F. McGovern, general counsel; Paul C. Besozzi, minority counsel; Christine E. Cowart, chief clerk; L. Wayne Arny III, Richard D. Finn, Frank J. Gaffney, George K. Johnson, Jr., and José E. Martinez, professional staff members; Mark B. Robinson, research assistant; and Tamara L. Jones, staff assistant.

Also present: Dennis P. Sharon, assistant to Senator Goldwater; Buzz Hefti, assistant to Senator Warner; Jim Dykstra, assistant to Senator Cohen; John Etherton, assistant to Senator Jepsen; Don Ingram, assistant to Senator Quayle; Colleen Getz, assistant to Senator Brady; Frank Krebs, assistant to Senator Cannon; Arnold Punaro, assistant to Senator Nunn; Greg Pallas, assistant to Senator Exon; and Peter Lennon, assistant to Senator Levin.

OPENING STATEMENT BY SENATOR JOHN TOWER, CHAIRMAN

Chairman TOWER. The committee will come to order. Our nominee is Gen. Charles A. Gabriel, who has been nominated by the President to be Chief of Staff of the U.S. Air Force. General Gabriel, we congratulate you on your nomination. It is my understanding that your wife is here. Would Dotty please stand up? We are delighted to have you with us today.

General Gabriel, your nomination reference and biographical sketch will be entered in the hearing record.

[The nomination reference and biographical sketch follow:]

NOMINATION REFERENCE

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
April 15, 1982.

Ordered, that the following nomination be referred to the Committee on Armed Services:

The following-named officer under the provisions of Title 10, United States Code, Section 8034, to be reassigned in his current grade to a position of importance and responsibility designated by the President.

Gen. Charles A. Gabriel, 243-32-9018FR, United States Air Force.

BIOGRAPHICAL SKETCH OF CHARLES ALVIN GABRIEL

Date and place of birth: 21 January 1928, Lincolnton, North Carolina.

Years of active service: Over 32 years as of 1 July 1982.

Schools attended and degrees: USMA, West Point, NY, BS, 1950; George Washington, Univ., Wash., D.C., ME. 1963; Prim, Basic and Adv. Fly Sch., 1951; F-51 Cmbt. Tng., CCTS, 1951; Naval War College (Comd. and Stf.) 1962; ICAF, 1967.

Aeronautical rating(s): Command Pilot.

Major permanent duty assignment	From—	To—
Plt Tng, Basic, 3545 Plt Tng Wg, Goodfellow AFB, Tex	June 1950	January 1951.
Plt Tng, Adv SE, 3617 Tng Sq, Craig AFB, Ala	February 1951	December 1951.
Ftr Plt SE (F-51) and Asst Op Off, 39 Ftr Intcp Sq, Korea	January 1952	April 1952.
Jet Ftr Plt (F-86), 16 Ftr Intcp Sq, 51 Ftr Intcp Gp, Korea	May 1952	November 1952.
Jet Ftr Plt (F-84), (F-86) and later Flt Comdr and Air Op Off, 527 Bomb Sq, Germany.	December 1952	November 1955
Tng Off, Dept of Mil Tng and later Air Off Comdg, AF Cadet Wg, USAFA, Denver, Colo.	December 1955	January 1958.
Sq Air Off Comdg, AF Cadet Wg, USAFA, Colo	February 1958	June 1959.
Prof Stu, Phase I Instr Tng, 3550 Fly Tng Gp, Moody AFB, Ga	July 1959	November 1959.
Gp Adj and later Comdr, Hq Sq Sec, 3550 Plt Tng Gp, Moody AFB, Ga	December 1959	July 1961.
Stu Off, U.S. Naval War College, Newport, R.I	August 1961	August 1962.
Stu Off, George Washington University, Washington, D.C	September 1962	August 1963.
Air Op Stf Off, Gen War Br, Unilateral War Games Div, ABAC, DCS/P&O, Hq USAF, Washington, D.C.	September 1963	April 1964.
Op Stf Off, Offensive Sec, Gen War Br, Unilateral War Games Div, ABAC, DCS/P&O, Hq USAF, Washington, D.C.	May 1964	September 1964.
Op Stf Off, Proj Sec, Sp Studies Div, ABAC, DCS/P&O, Hq USAF, Washington, D.C.	October 1964	April 1965.
Op Stf Off (Analys) w/Sp Dy Hq USAF Sp Study Gp, ABAC, DCS/P&O, Hq USAF, Washington, D.C.	May 1965	September 1965.
Op Stf Off, Designated Studies Prgm Gp, Dir of Studies and Analys DCS/P&O, Hq USAF, Washington, D.C.	September 1965	October 1965.
Op Stf Off, Surface Forces Br, Gen Purp Div, Dep Dir for Gen Purp and Alft Studies, Dir of Studies and Analys, Hq USAF, Washington, D.C.	October 1965	August 1966.
Stu Off, ICAF, Washington, D.C	September 1966	July 1967.
Stf Off, War Plans Sec, Curr Plans Br, Mons, Belgium	August 1967	April 1968.
Sp Asst to COFS, Ofc of COFS, SHAPE, Mons, Belgium	May 1968	May 1969.
Exec Off to Ch of Stf, SHAPE, Mons, Belgium	June 1969	July 1970.
Stu Off, Plt Tac Ftr 111507B 116, 4535 Cmbt Crew Tng Sq, George AFB, Calif	August 1970	April 1971.
Vice Comdr, 432 Tac Recon Wg, UNDORN RTAFB, Thailand	April 1971	November 1971.
Comdr, 432 Tac Recon Wg, UDORN RTAFB, Thailand	November 1971	July 1972.
Dep Dir for Opnl Forces, D/O, DCS/P&O, HQ USAF, Washington D.C	July 1972	May 1974.
Dep Dir of Ops, DCS/P&O, HQ USAF, Washington, D.C	June 1974	February 1975.
DCS/Opns, TAC, Langley AFB, Va	February 1975	August 1977.
Dep CinC, U.S. Forces, Korea and Dep CinC, N.N. Command, Korea, APO San Francisco 96301.	September 1977	March 1979.
DCS/Ops, Plans and Readiness, HQ USAF, Washington, D.C	April 1979	July 1980.
CINCUSAFE and Comdr, AAFCE, APO New York 09012	August 1980	

Promotion	Temporary	Permanent
2d lieutenant		June 2, 1950.
1st lieutenant	Mar. 26, 1952	June 2, 1953.
Captain	May 14, 1954	June 3, 1957.
Major	Sept. 1, 1961	June 2, 1964.
Lieutenant colonel	Sept. 1, 1965	June 2, 1971.
Colonel	July 1, 1968	Oct. 1, 1973.
Brigadier general	Nov. 1, 1972	July 1, 1976.
Major general	Sept. 1, 1974	Feb. 8, 1979.
Lieutenant general	Sept. 1, 1977	
General	Aug. 1, 1980	

DECORATIONS AND AWARDS

Legion of Merit w/1 OLC.
Distinguished Flying Cross w/4 OLC.
Air Medal w/3 OLC.
Air Force Commendation Medal w/1 OLC.
Air Force Distinguished Unit Citation.
Air Force Outstanding Unit Award.
World War II Victory Medal.
Army of Occupation Medal (Japan).
National Defense Service Medal w/1 Bronze Service Star.
Korean Service Medal w/2 Bronze Service Stars.
Air Force Longevity Service Award Ribbon w/4 OLC.
United Nations Service Medal.
Republic of Korea Presidential Unit Citation.
Air Medal w/4th thru 14th OLC.
Distinguished Service Medal (AF Design).
Defense Distinguished Service Medal.

Senator TOWER. Senator Goldwater has asked for the privilege of introducing General Gabriel to the committee. I think that should not impact too adversely on your reputation. It probably will not help you much, but I do not think it will hurt you too much.

Senator Goldwater.

Senator GOLDWATER. Mr. Chairman, I will try to state this in words that a Navy man will understand. That presents a challenge. [Laughter.]

Mr. Chairman and members of the committee, it is my great pleasure to sit on this side of the table in the Senate Armed Services Committee. I am here today to introduce the nominee to be next Chief of Staff for the U.S. Air Force, Gen. Charles A. Gabriel. General Gabriel is a native of North Carolina whom I have known for a long, long time during his distinguished career in the U.S. Air Force.

General Gabriel is a real leader of men. He graduated from the U.S. Military Academy at West Point in 1950, graduated from the Naval War College Command and Staff course in 1962, received his master's degree at the George Washington University in 1963, and graduated from the Industrial College of the Armed Forces here in Washington in 1967.

Aside from that solid academic background, General Gabriel has served in a wide variety of assignments. As a fighter pilot in Korea, he was credited with downing two MIG–15's He then served a tour in Germany as a fighter pilot in the mid-1950's and in 1956's became an air officer commanding at the Air Force Academy. As the Chairman of the Board of Visitors this year for the Air Force Academy, I can tell you that we always need officers like General Gabriel to inspire the cadets who are enrolled at that fine institution.

After some of General Gabriel's school assignments, he served in the Directorate of Plans at the Pentagon and then later as the special assistant and executive officer to the Chief of Staff, Supreme Headquarters Allied Powers Europe, in Belgium.

After completing F–4 flying training back in the United States, General Gabriel was assigned, during the Vietnam war, to the Udorn Royal Thai Air Force in Thailand. During that tour, he flew 152 combat missions. And after a second tour at the Pentagon in the Director-

ate of Operations, General Gabriel was assigned as the Deputy Chief of Staff for Operations at Tactical Air Command Headquarters.

After that, and in fairly rapid succession, General Gabriel served as the Deputy Commander of the U.S. Forces in Korea, the Deputy Chief of Staff for Operations, Plans, and Readiness at the Pentagon, and from July 1980 until now, as Commander in Chief, U.S. Air Forces in Europe.

As you might expect from this recitation of his distinguished background, General Gabriel is a highly decorated combat veteran. He has had broad exposure to our NATO allies and he has held staff positions which involve thorough involvement with Air Force commands other than the Tactical Air Command.

For several years, Mr. Chairman, I have encouraged succeeding administrations, the Department of Defense and the Air Force leadership to name a fighter pilot as the Chief of Staff. I remember Secretary Kissinger asked me once, "Why do you want a fighter pilot to be Chief Staff?" I said, "Well, they have to sit up in that cockpilot ali by themselves with no one to tell them what to do, where to go, how to do it, and when to quit." Now we finally have one up there and I think we will get that kind of thinking from this gentleman. As far as I am concerned, they could not have picked a better man.

The bottom line is this. At a time when the Air Force needs strong leadership, because dollars alone will not solve our problems, I could not think of a better, more able individual to succeed to this important position as the U.S. Air Force's 11th Chief of Staff. I wholeheartedly endorse his nomination and encourage the members of this committee to move rapidly in confirming Gen. Charles Gabriel as the Chief of Staff, U.S. Air Force.

And, Mr. Chairman, I ask unanimous consent that an article entitled "The New Chief: Strong on Readiness," from the May 1982 issue of Air Force Magazine be included as a part of the record in these proceedings today. I thank you, Mr. Chairman.

[The article follows:]

[From Air Force Magazine, May 1982]

THE NEW CHIEF: STRONG ON READINESS

Gen. Charles A. Gabriel, fighter pilot in two Pacific wars, will become the U.S. Air Force's eleventh Chief of Staff on July 1. He is currently Commander in Chief, U.S. Air Forces in Europe (USAFE), and Commander, Allied Air Forces Central European (AAFCE), with headquarters at Ramstein AB, Germany.

Born in Lincolnton, N.C., January 21, 1928, General Gabriel graduated from the U.S. Military Academy at West Point in the Class of 1950, standing 283d of 670. His classmates said of him: "Easygoing is the word that best describes Charles. . . . Sports, especially football [he played football, basketball, and baseball all four years] were his first love, closely followed by music and dancing. Gabe's ever-present smile, even temperament, and warm sincere manner rate him tops. . . ."

After basic and advanced flying training, he earned his wings in 1951. His first combat was flying F-51 Mustangs in Korea. He transitioned to the F-86 Sabre in Korea, at the 51st Fighter Interceptor Wing. A squadron mate of those days says, "Charlie was a good fighter pilot, with good hands. The transition into the F-86 consisted of our giving him an orientation, having him read the manuals and do a cockpit drill, then launching for a solo flight. He took to it readily, and was quickly an effective jet fighter pilot." While flying F-86s, General Gabriel is credited with shooting down two MIG-15s.

From Korea, General Gabriel went to Germany to fly with the 86th Fighter Interceptor Wing at Landstuhl. A few months later, when the first F–86s were ferried across the Atlantic to Landstuhl, he greeted the boneweary lead pilot with a smile and a bottle of champagne.

For three years in the late '50s, he was an air officer commanding at the U.S. Air Force Academy, then returned to flying at Moody AFB, Ga., for two years. From there he attended the U.S. Naval War College Command and Staff course, graduating in 1962. After that, he earned a master's degree in engineering management at George Washington University, followed by a three-year tour on the Air Staff in the Directorate of Plans. After graduating from the Industrial College of the Armed Forces in 1967, General Gabriel served again in Europe, this time as special assistant and executive officer to the Chief of Staff, SHAPE.

He returned to aerial combat in the Pacific as Vice Commander and Commander, 432d Tactical Reconnaissance Wing, flying 152 combat missions in the F–4 out of Udorn, Thailand. His second Pentagon tour was three years in the operations directorate of the DCS, Plans and Operations, 1972–75, during which he was promoted to brigadier general (November '72). Promoted to major general in September 1974, he moved to Headquarters, TAC, at Langley AFB, Va., as DCS/Operations, serving two and one-half years in the post.

Promoted to lieutenant general in September 1977, General Gabriel returned to Korea as Deputy Commander, U.S. Forces Korea, and Deputy CINC, UN Command. (He was deputy to Army Gen. John Vessey, who becomes Chairman, JCS, on July 1.)

From April 1979 to July 1980, he was USAF's DCS/Operations, Plans, and Readiness, the position he held until promotion to general and appointment as CINC, USAFE, and Commander, AAFCE, in July 1980.

During his tenure in Europe, General Gabriel has become well known throughout U.S. and allied commands as an advocate of increased unit readiness. He has expanded and redefined the concept of "readiness" to include greater sustainability. He has emphasized achieving better readiness and sustainability through better use of existing resources and proper employment of recently increased operation and maintenance (O&M) funding. He emphasizes increased effective flying hour allocations, availability of spare parts, realistic combat training of aircrews and support people for sustained combat, and improved logistics support.

He has been a strong advocate of increased U.S. and NATO funding to furnish minimum essential facilities at all collocated operating bases to provide wartime bed-down for reinforcing units. He has also been a strong supporter of increased interaction and training among allied aircrews, with increased realism and rigor in combined training.

He will bring to bear all his skills in interservice and allied operations in continuing to forge a U.S. Air Force that is ready to fight and win when called.

General Gabriel is married to the former Dorothy Cutts of Oxford, N.C. They have two children, Jane and Charles.

He is a command pilot, whose U.S. military decorations include the Defense Distinguished Service Medal, Air Force Distinguished Service Medal, Legion of Merit with oak leaf cluster, and Distinguished Flying Cross with four oak leaf clusters.

Chairman TOWER. Thank you, Senator Goldwater.

General Gabriel, you may present any kind of statement you wish. If you have a prepared statement you want to present for the record, we will include it in full in the record or you can summarize it. You can proceed in any way you want. We would like to hear from you before we proceed with questions.

STATEMENT OF GEN. CHARLES A. GABRIEL, USAF

General GABRIEL. Mr. Chairman, I do not have a prepared statement, but I would like to say a couple of words, please.

First, it is a great honor to be considered for this position as Chief of Staff, U.S. Air Force. It is the best air force in the world and I want to do everything I can to keep it that way. I would like also to say that in this job I certainly understand and agree with the concept

of civilian control of the military and I am going to comply with that concept.

Additionally, I would like to let you know that I am going to give my best professional military advice in all of our dealings and I will give you my personal opinion whenever you ask for it. Should I be confirmed, I am certainly looking forward to working in close cooperation with all of you here on this committee; and in particular, to continue to maintain a strong defense.

Finally, let me say that I certainly appreciate Senator Goldwater's very kind introduction. Thank you, sir.

Chairman TOWER. Thank you, General. Senator Thurmond.

Senator THURMOND. Thank you, Mr. Chairman. General Gabriel, I want to congratulate you upon being appointed Chief of Staff of the Air Force and I feel that the President has made a very fine selection. We are pleased to have you here this morning.

General Gabriel, the Air Force has done an excellent job of incorporating the Air National Guard and the Air Force Reserve into the total force. I just wondered what your views are about the role the Reserve components play in the total force.

General GARBIEL. Well, you said it just right. We have a very fine total force concept within the Air Force. I think everybody knows that now. When I first came back 2 months ago to talk to the President about this job, I flew back on a C–141 from Madrid and the crew there was a reserve crew. About half of our crews in the 141's, you know, are airlift reserve crews. The only way you can tell the difference, active or reserve, is the fact that they have a little longer hair in the Reserves. They are good pilots and they do a good job in that system, the KC–135's; they are sitting alert in the tankers and also the fighters. I am sure, as Senator Goldwater knows, a lot of our reserve crews, in the shootouts at our gunnery meets, are well trained and experienced—both the ground crews and the air crews.

I have been associated with the air forces of other nations; there are none better, believe me than the U.S. Air Force. There are no better reserve forces in the world, and our reservists, as you know, are getting A–10's and F–16's. I think South Carolina reservists will get the first F–16's—getting the best equipment that we have—and, of course, a number of F–4s. So, yes, we are proud of our reserve forces and count on them very heavily should we have to go to war.

Senator THURMOND. General Gabriel, equipment modernization seems to be a priority of all Reserve components. What are your plans to modernize the Guard and Reserve?

General GABRIEL. As I just mentioned, we are putting some new aircraft directly into the Reserve Forces and we intend to continue doing that. The Reserve Forces are looked at in the total force concept as every bit important as the Active Forces so that will continue, I assure you.

Senator THURMOND. General Gabriel, having served several tours of duty in Europe, I am sure you are quite familiar with the shortage in intra-theater airlift. What are your recommendations to alleviate this problem?

General GABRIEL. Well, we have been working that. As you know, we do have C–130's. In our in-country, in-theater, we have, I think, a severe shortfall because we had a lot of movement in the early days of

the war to get the munitions from our central storage out to the bases and the C–130's play a big role in that.

But, more importantly I think, is the requirement to move the Army as close as possible, move the equipment that we have going into the theater up close so the Army will be able to use it correctly. And, as you know, the decision, at least the vote was taken last week on C–5's and 747's. The C–5 was the Air Force position and would still be right now to take the supplies as far as possible forward and enter the intra-theater role.

But we do not have intertheater shortfalls. We have intra and we are trying to work together by getting an airplane like the C–17 or the C–5 to do it.

Senator THURMOND. General Gabriel, I believe you served as a F–51 and F–86 pilot during the Korean War.

General GABRIEL. Yes, sir.

Senator THURMOND. What are your views as to the importance of the Air Force's close air support mission?

General GABRIEL. I think it is vital that the Air Force serve as the Army's Air Force, especially in Central Europe. We are outnumbered in tanks, as you know--NATO versus the Warsaw Pact—and the Air Force is going to have to make up that difference and it is an important role that we will play, tank-killing with the A–10's.

That is going to be a coalition war. It is not going to be a U.S.-only war. We have Harriers and G–91's that can only be used in that role. The A–10 will only be used in that role. It is dedicated to close air support. We are not going to stand back, you know, in the second echelon. It will stay right there and work the problem out at the point of contact. The other aircraft that I mentioned in NATO will do the same thing.

Senator THURMOND. I supported the A–10 and I think every other plane that the Air Force has recommended. I do have serious doubts about it, though. It is so slow and has to take off from a paved strip and has other disadvantages and I think the Air Force now—I have talked to a number of people in the Air Force—are beginning to have questions about it. But, at any rate, we have it and will have to use it in case anything comes up.

I presume the Air Force will be looking forward, though, in the future to all types of planes to meet all situations in the event that we should get into a war.

General GABRIEL. That is correct, sir, and we have to have multi-role aircraft that will be able to do more than just one role. We will have to be able to do the air-to-ground and the air-to-air role and, of course, we do have the swing aircraft. The F–16 is the best example we have that will replace the F–4 in that role.

Senator THURMOND. I wish you well in your work and any way we can cooperate with you will be a pleasure.

General GABRIEL. Thank you, Senator.

Chairman TOWER. Senator Goldwater?

Senator GOLDWATER. I think my introduction will suffice.

Chairman TOWER. Any further questions from the committee?

General Gabriel, you anticipated one of my questions when you said that you would always give us your professional military judgment, which we always want and which we require if we are to do

our job properly and to properly serve your efforts. We do not expect you, of course, to, on your own initiative, take open issue with administration policy or with congressional policy, for that matter.

However, we want your professional judgment when we ask for it, even though it may not be consistent with either administration policy or the policies we have established in this committee. So you can always be candid with us and we will be grateful for that.

I believe that your are eminently qualified for the position that you have been nominated for. It certainly will be my pleasure to support you. If there are no further questions on the part of the members of the committee, I think you can anticipate an early and favorable action.

Thank you, General, for coming.

General GABRIEL. Thank you, Mr. Chairman. It is a pleasure to be with you.

Chairman TOWER. If the members of the committee would stand by for a moment, I am prepared to entertain a motion that Admiral Watkins be favorably reported.

Senator THURMOND. Mr. Chairman, I move.

Chairman TOWER. Without objection, so ordered.

I ask unanimous consent that the roll be held open until 5 p.m. this afternoon to permit the Senators to cast their vote.

I am prepared to entertain a motion that General Gabriel be favorably recommended.

Senator GOLDWATER. I so move.

Chairman TOWER. Without objection, so ordered, and the same will apply on holding open the vote until the close of business at 5 p.m. today for absent Senators to record their votes.

Senator GOLDWATER. Mr. Chairman, I move the routine nominations pending be reported.

Chairman TOWER. Without objection, so ordered.

There is another nomination, Lt. Gen. Robert Sennenwald to the grade of general. He is scheduled to assume his duties as Commanding General of the Eighth U.S. Army in Korea on May 25. I would request that the committee waive its 7-day rule and order the nomination favorably reported. Is there objection?

Without objection, so ordered, and absent members will be polled.

There is also a list containing the names of 19 Naval Academy midshipment for appointment to the regular Air Force at the grade of second lieutenant, effective on their graduation. This list was referred to the committee only yesterday, and in view of the fact that graduation occurs at the Academy on the 26th of May, I ask unanimous consent that the committee waive its 7-day rule and report these nominations along with other routine nominations.

Is there objection? Then it is so ordered.

I have further questions which I submit for the record.

[The questions, with answers supplied, follow:]

MILITARY STRATEGY UNDERLYING THE DEFENSE BUDGET

Senator TOWER. General Gabriel, the defense budget has often been criticized for lacking cohesion or a long-term strategic foundation. In response, one observer has claimed that this criticism is prompted by nothing more than the failure of Secretary Weinberger to produce "a new Clausewitz or Mahan overwhelmed with fresh strategic insights to give his budget the pizazz it needs to be

more marketable." Could you comment on this debate about the military strategy that underlies the defense budget?

General GABRIEL. The Administration has, in fact, developed a comprehensive military strategy, one which reflects the advice provided by the military Services and the Joint Chiefs of Staff. This strategy has been developed through the combined JCS and DOD planning systems and finds its expression in such documents as the Defense Guidance, the Joint Strategic Planning Document and, most recently, in the National Security Study being undertaken at the direction of the President. The fiscal year 1983 Defense Budget currently before you is designed to provide the nation with the military capabilities to meet this strategy. Given the comprehensive nature of national military strategy, debate on some elements is inevitable. Nonetheless, I am convinced the Administration is embarked upon a defense program guided by a comprehensive military strategy that is appropriate for the protection and advancement of U.S. interests in a turbulent and dangerous world.

CHALLANGES TO MANNING IN THE 1980'S

Senator JEPSEN. General Gabriel, what do you consider the greatest challenges to adequately manning your Service in the 1980s?

General GABRIEL. Attracting and retaining the right numbers and sufficient quality of skilled and motivated people is the principal challenge for the Air Force. We are doing well now, but an upturn in the economy, increased airline hiring, lowered unemployment, or pay caps could return us to the brink of the retention disaster we experienced in the late seventies. Shortages still remain in pilots, engineers, navigators, and mid-level NCOs. We must rebuild and maintain the experience level of the Air Force, and we must maintain pay comparability by providing an adequate, stable, predictable, and equitable compensation system to insure that military pay does not again lag the private sector. We must also provide a system for reimbursements for Air Force people for the costs they incur in government-directed moves. Finally, it is vital to our ability to man the Air Force in the 1980s that we insure the stability of the retirement system. Changes should only result from a deliberate process based on valid personnel management and force structure requirements, and should "grandfather" members currently serving and those already retired.

Senator TOWER. Is there any further business to come before the committee? The committee is adjourned.

[Whereupon, at 11:14 a.m., the committee adjourned.]

(The nomination of Gen. Charles A. Gabriel was reported to the Senate by Senator Tower on May 19, 1982, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on May 21, 1982.)

○